TRIBAL ENERGY PROGRAM

PEER REVIEW

REPORT

February 2004

TRIBAL ENERGY PROGRAM
PEER REVIEW REPORT

TABLE OF CONTENTS

Executive Summary

On January 13-14, 2004, the Tribal Energy Program Peer Review was held in Golden, CO. The Peer Review was conducted by the U.S. Department of Energy (DOE) for the purpose of: 1) improving decision-making and program leadership; 2) improving productivity and management; 3) enabling stakeholders to learn about the Program and projects; and 4) providing accountability for the use of public funds.

Tribal Energy Team (DOE, NREL, and SNL)
Thom Sacco, DOE HQ, led the Peer Review with the assistance of Lizana Pierce, DOE Golden Field Office. Roger Taylor, National Renewable Energy Laboratory (NREL), and Sandra Begay-Campbell, Sandia National Laboratories (SNL), presented the role of the laboratories in the program.

Peer Review Panel
The panel members included the following: 1) Dennis Daniels, NativeEdge under U.S. Department of Housing and Urban Development; 2) David Castillo, Inter-tribal Council of Arizona; 3) Jack Stevens, Bureau of Indian Affairs; 4) Tom Acker, Northern Arizona University; 5) Frank Stewart, Private Industry; and 6) Gary Collins, Mni Sose Water Rights Coalition.

Peer Review Scope

The scope of the peer review was be limited to activities since the previous peer review (September 2001) and included program activities FY2002 and FY2003. The program team presented the program scope, organization and budget, the competitive solicitation process, resulting projects, long-term goals and accomplishments. A copy of the presentation material is included in Attachment 3. The panel was encouraged to ask questions and provide verbal feedback and then, document their individual observations relative to the review criteria. The panel met as a group, without program representatives, and developed consensus comments and ratings for each of the four criterion as summarized below. Prior to concluding the review, the peer review panel presented the results of their discussions.

Program Overview

The Tribal Energy Program, which is under the Department of Energy's (DOE) Office of Energy Efficiency and Renewable Energy, promotes tribal energy self-sufficiency and fosters economic development and employment on America's tribal lands through financial and technical assistance to tribes. The program offers financial and technical assistance for renewable energy feasibility studies and shares the cost of developing renewable energy projects on tribal lands. The program also offers assistance to tribes to take the initial steps toward developing renewable energy and energy efficiency projects, including strategic planning, energy options analysis, human capacity building and organizational development.

In 2002, DOE competitively awarded funds for 22 tribal energy projects including 20 feasibility studies and two development projects. In 2003, DOE issued two solicitations that resulted in funding for 16 projects, three development projects, four feasibility studies, and nine first steps projects.

These 38 projects were selecting through DOE's competitive merit review process from a total of 118 applications. Of the 51 applications considered of technical merit and recommended by the review committee, 75% were funded. An additional seven awards are planned in FY2004, bringing the total awards to 88% of those recommended for award. Of available funds, 91% was awarded directly to tribes to pursue their projects. Funds not provided directly through awards support technical assistance to funded projects and information and education efforts.

These projects represent tribes across the U.S. and Alaska interested in exploring and developing their wind, solar, biomass, hydroelectric, and geothermal resources. The feasibility studies are intended to demonstrate the potential for sustainable renewable energy development on tribal lands. The development projects result from previously conducted feasibility assessments, and are intended to result in hardware installations or lead to commercial projects. The first steps projects are designed to assist tribes in developing long-term strategic energy plans, evaluating energy options, building human capacity, increasing community awareness, and developing organizations to manage renewable energy projects.

Additional information on the program and each of the tribal energy projects is available at www.eere.energy.gov/tribalenergy.

Other Accomplishments

Along with managing the process of soliciting, selecting, and awarding 38 projects, the Tribal Energy team accomplished the following:

- Implemented a comprehensive outreach program, including:
  - Tribal Renewable Energy program website generating over 1,000,000 hits per year
  - Revamped conference display and participated in 27 conferences to discuss and promote the Tribal Energy Program.
  - Produced and distributed 6,000 copies of the TEP program brochure, and 1,000 copies of Sandia's *Solar Way* magazine to Indian Country
  - Developed a comprehensive, web-based Guide to Tribal Energy Development
  - Sponsored four tribal interns at Sandia and NREL.
  - Facilitated intergovernmental working groups.
  - Solicited and obtained significant tribal input to guide overall planning and operations of Tribal Energy Program, through three collaborative strategic planning sessions with the Inter-Tribal Energy Network (ITEN).
  - Trained two tribal community college professors at a week-long intensive renewable energy training seminar.
- Formalized laboratory support network to provide technical assistance to tribal energy projects.
- Made on-site technical assistance visits, and conducted phone consultations, with tribes involved in current and prior year ongoing projects, and to tribes that are considering developing renewable energy.
- Provided technical advice, technology and resource information, siting support, design review, special studies, models, tools, and financial calculators, and strategic planning assistance.
- Coordinated development and distribution of high-resolution renewable energy resource maps, including wind maps specific to tribal colleges and universities

In 2004, the Tribal Energy Program plans to:

- Sponsor and support ten (10) regional tribal energy strategic planning workshops in collaboration with the Council for Energy Resource Tribes and cooperating regional tribal organizations.
- Host a week-long Teach-the-Teachers Renewable Energy Workshop for Tribal College and University instructors and interested tribal representatives (July 2004)
- Award seven feasibility study projects selected from the FY 2003 solicitation.
- Award three FY2004 Congressionally earmarked agreements.

Peer Review Results

The results of the Peer Review were impacted by the following factors:

- The relatively brief period of the program limited the ability of the panel to assess effectiveness in meeting stated goals.
- The amount of discretionary funding available limited the effectiveness of the program and is perceived as a detriment to the long-term efficacy of the program.

As influenced by the factors above, the ratings for the five key Program review criteria were as follows:

Criteria Factor	Rating
Appropriateness of the Program Scope and Objectives Relative to Available Resources	Good
Effectiveness in Meeting the Stated Goals Within Available Resources	Good
Adequacy of Reaching the Intended Audience	Superior
Quality of the Competitive Process	Good

The following reflects key comments of the Peer Review Panel:

- The intent of the program may not be achievable with the limited resources. Funding levels available for the solicitations are grossly inadequate.
- The lack of long-term strategic planning and sustained funding were perceived as deficiencies.
- The overall program goal of "promoting energy self-sufficiency" is considered too broad given the available resources and may not be adequately focused to allow measurement of accomplishments. The development of metrics to measure progress towards Tribal energy self-sufficiency and economic development is recommended.
- The lack of coordination within DOE and collaboration with other programs was identified as an area for improvement, indicating the narrow scope of the program and inability to broaden efforts beyond renewable energy.
- Leveraging funding and augmenting resources from other sources was commended, yet the uncertainty of future resources to sustain on-going tribal efforts was recognized.
- Integration of Indian energy issues within DOE, beyond renewable energy, was identified as a major concern. Need for holistic energy support and assistance (i.e., EERE and fossil) cited.
- Proposal preparation support was identified as an area not adequately addressed.
- The competitive process was perceived as a fair and equitable process that was being eroded by earmarked funding, thereby reducing competition. The competitive process is complex and "bias" is NOT apparent, fairness is evident.
- The actions by Congress providing direct earmarks dramatically undercuts any efforts of maintaining a competitive award process, and unless this is dramatically changed in the very near future, any competitive award process will, at best, be ineffective, and at worse non-existent.
- More robust support from Congress, EERE and DOE generally to surpass meeting stated goals is warranted given the severe unmet needs in Indian Country.
- A strong evaluation component to demonstrate need and request increased funding is lacking, which may prove detrimental in the long-term efficacy of the program.

The review panel was also requested to provide recommendations for future activities, which resulted in the following consensus comments:

To EERE:

- Recommend that Assistant Secretary Garman address the issue of competitive application process, as distinguished from the detrimental nature of earmarks. Earmarks may cause the program to lose full-time technical support, and funding for the projects. Earmarks diminish the momentum and undercut long-term planning.
- The mission of the Tribal Energy Program is a huge undertaking. Maybe refocusing is needed, if budget remains the same.
- Relative to the vision of having tribes becoming energy self-sufficient, some metrics need to be defined and a long-term plan formulated to achieve those goals.

To Department overall:

- Need to focus on an internal process to coordinate department-wide efforts.
- If an Indian energy office is established, the Tribal Energy Program needs to help guide its development. Develop a strategy in event legislation passes.
- Recommend to Secretary Abraham that a tribal energy liaison position be established within his office.
- Need to broadly address issues (different programs have different views of Indian development).
- Need to coordinate and collaborate with other U.S. Government agencies in general, and to address the earmark issue.
- The Tribal Energy Program needs to continue its efforts to consult with tribes on a government-to-government basis.

Comments:

- This program helps meet DOE's and EERE's federal trust responsibility. It needs to be supported, not diminished.
- Does the administration view earmarks as a way to outsource? There is no public accountability.
- Separation of power within government. We have more confidence in oversight of project funding in the public domain through the competitive process, than with earmarks.
- Congressional staff may not have sufficient technical insight. There needs to be accountability in the process of expending public funds.
- Need to increase total amount in budget, not just reduce earmarks. Need to identify the unmet need this program addresses, and take it up the chain. Need to protect the investment made so far and protect the tribal confidence in the program.
- Energy self-sufficiency means different things to different tribes. Some tribes may be content to purchase electricity and some may not have energy resources. How do we address the needs of those tribes?
- Maybe energy self-determination is a better way to phrase.

The Committee unanimously offered their expertise as a on-going resource to the program

I. Tribal Energy Program Peer Review Plan

Peer Review
A critical, formal and documented evaluation process using objective criteria and qualified and independent reviewers to make a judgment of the technical, scientific and business merit, the actual or anticipated results, and the productivity and management effectiveness of programs and/or projects.

Purpose
The primary purpose is to provide information that assists program managers and staff to improve program performance.

Goal
The goal of the peer review is to: 1) improve decision-making and program leadership; 2) improve productivity and management; 3) stakeholders to learn about the Program and projects; and 4) provide public accountability for the use of public funds.

TRIBAL ENERGY PROGRAM

Purpose

The Tribal Energy Program under the Department of Energy's (DOE) Office of Energy Efficiency and Renewable Energy promotes tribal energy self-sufficiency and fosters economic development and employment on America's tribal lands through financial and technical assistance to tribes.

The program offers financial and technical assistance for renewable energy feasibility studies and shares the cost of renewable energy projects on tribal lands. The program also offers assistance to tribes for the initial steps toward developing renewable energy and energy efficiency projects, including strategic planning, energy options analysis, human capacity building and organizational development planning.

SCOPE OF PEER REVIEW

The scope of the peer review will be limited to activities since the previous peer review and include solicitations issued in FY2002 and FY2003 and the resultant projects. Preceding activities will be included only for historical context. Below is a summary of activities for the period of the review.

To promote renewable energy development on tribal lands and tribal energy self-sufficiency, DOE competitively awarded and funded feasibility studies and shared the cost of renewable energy installations. In 2002, DOE funded 14 FY 2002 Renewable Energy Development Projects including 12 feasibility studies and two development projects. In FY2003, an additional 8 feasibility studies selected under the FY2002 solicitation were awarded. In 2003, DOE issued another solicitation that resulted in funding for seven projects, three development projects and four feasibility studies.

These geographically diverse projects represent tribes across the U.S. and Alaska interested in exploring their renewable energy options through use of wind, solar, biomass, hydroelectric, and geothermal resources. The feasibility studies are intended to demonstrate the potential sustainability of renewable

energy development on tribal lands, including the potential economic and environmental benefits to the tribe. The development projects are the result of previously conducted feasibility assessments and are intended to demonstrate the potential for job creation, market penetration locally or for export, replicability, and the environmental and economic benefits to the tribe.

To assist tribes in developing long-term strategic energy plans, evaluating energy options, building human capacity for sustaining energy projects, community awareness, and developing organizations to manage renewable energy projects, DOE issued a solicitation, entitled First Steps Toward Developing Renewable Energy and Energy Efficiency in Tribal Lands. Nine Tribes in six States are taking the initial steps towards becoming energy self-sufficient through long-term energy planning, energy organization development, and capacity building.

Additional information on the Program and each project is available at www.eere.energy.gov/tribalenergy.

PEER REVIEW MEETING

Peer Review Meeting

The Peer Review meeting will be held on January 13-14, 2004 at 1617 Cole Boulevard, Golden, Colorado in Conference Room 206. Participants in the review will include the DOE program and project management, independent reviewers, and representatives from the DOE National Laboratories.

Peer Review Panel Members

The Peer Review Panel (Panel) will consist of a panel of independent external reviewers with expertise in renewable energy, education or Native American culture.

Tentative reviewers include: 1) Jill Halverson, Senator Bingaman's Office; 2) James Floyd, NativeEdge under HUD; 3) Dave Castillo, Inter-tribal Council of Arizona; 4) Jack Stevens, Bureau of Indian Affairs; 5) Tom Acker, Northern Arizona University; 6) Frank Stewart, Private Industry; 7) Gary Collins, Mni Sose Water Rights Coalition; 8) Patricia Limerick, University of Colorado; 9) Paul Thomsen, Senator Reid's Office; 10) Gerald Pease, Liaison for Energy Development, Crow Tribe; and 11) Diane Cullo, American Indian Higher Education Consortium (AIHEC).

Criteria

The Peer Review is intended to address: 1) the appropriateness of the Program scope and objectives relative to available resources; 2) effectiveness in meeting stated goals within available resources; 3) adequacy of reaching the intended audience; and 4) quality of the competitive process. Additionally, the panel will be requested to provide recommendations for future activities and ways in which the Program can be improved.

Materials

Review materials will be provided to the Peer Review Panel members will consist of the following:

1) Peer Review Plan;
2) Tribal Energy Program Annual Operating Plan;
3) Tribal Energy Program Roadmap;
4) Strategic Planning Session Report;
5) Competitive Solicitation Peer Review Report; and
6) Peer review presentation material.

Additional informational materials to be provided include:

1) Tribal Energy Brochure;
2) Solar Way magazine; and
3) Tribal Energy Guide Flyer.

Panel Review

During the meeting, the peer review panel will be requested to independently rate the program and document observations and recommendations.

Peer Review Panel Meeting

Panel discussion and feedback will be requested during the meeting and written comments and qualitative rating for each criterion will be requested at the conclusion of the meeting. Panel discussions will be documented and included in the Peer Review Report.

Peer Review Reporting

Panel proceedings and review documentation will be consolidated and included in the Peer Review Report. The report will be issued, approximately 40 days following the Peer Review meeting, and posted on the Tribal Energy Website.

Rating

During the meeting, the panel will be asked to document strengths and weaknesses, and rate the Program on the established criterion. The following rating scale will be used to obtain a measure of performance of the Competitive Solicitation Program.

Superior: The Program effectively achieved all stated goals and objectives. There were no practical ways identified to improve the Program.

Good: The Program comprehensively addressed the stated goals and objectives with minor areas identified for improvement.

Satisfactory: The Program adequately met the stated goals and objectives with some areas identified for improvement.

Marginal: The Program minimally addressed the goals and objectives and contained major areas in need of improvement.

Unsatisfactory: The Program failed to meet the stated goals and objectives and had significant areas of weaknesses requiring improvements.

II. Tribal Energy Program Overview

Purpose

The Tribal Energy Program under the Department of Energy's (DOE) Office of Energy Efficiency and Renewable Energy promotes tribal energy self-sufficiency and fosters economic development and employment on America's tribal lands through financial and technical assistance to tribes.

The program offers financial and technical assistance for renewable energy feasibility studies and shares the cost of renewable energy projects on tribal lands. The program also offers assistance to tribes for the initial steps toward developing renewable energy and energy efficiency projects, including strategic planning, energy options analysis, human capacity building and organizational development planning.

Background

Title XXVI ("Indian Energy Resources") of the Energy Policy Act of 1992 authorized the Secretary of Energy to establish and implement a demonstration program to assist Indian tribes in pursuing energy self-sufficiency and to promote the development of energy industries on tribal lands. In support of this act, DOE issued the Indian Energy Resources solicitation, and in 1994-1995, awarded 35 grants to tribes across the nation for development of renewable energy projects.

In 1999, under the authority of EPAct, DOE competitively awarded and funded eight projects for field validating the use of renewable power systems on reservations or other tribally owned lands. These Remote Applications of Renewable Power Technologies projects represent the use of solar and wind resources for producing power on tribal lands across the nation. Each of these projects has as an active participant, a federally recognized Indian tribe or Alaskan Native corporation, on whose reservation or tribally owned lands the systems are located. As a result, tribes have installed solar electric (photovoltaic) and solar hot water heating systems and wind turbines, and are demonstrating the potential for job creation, market penetration of renewable power technology, replicability, and economic and environmental benefits to the participating tribe(s) or tribal members.

In 1994, President Clinton met with tribal leaders and signed a Presidential Memorandum that reaffirmed the federal government's commitment to operate within a government-to-government relationship with federally recognized American Indian and Alaska Native tribes. In 1996, the president signed an Executive Order on Sacred Sites (Executive Order 13007) directing federal agencies to accommodate access to, and ceremonial use of, Indian sacred sites by Indian religious practitioners. The president also signed the Tribal Colleges and Universities Executive Order (Executive Order 13021) to expand federal assistance for Indian institutions of higher education, promote tribal sovereignty and individual achievement, and advance the national education goals and federal policy in Indian education.

In support of Executive Order 13021, DOE issued a solicitation in fiscal year 2000 for Renewable Energy Development at Tribal Colleges and Universities. The solicitation resulted in seven awards to tribal colleges and universities to conduct feasibility studies. The feasibility studies were to demonstrate the viability of installing renewable energy technologies on tribal college and university sites and integrating renewable energy courses into educational programs and science curricula. Through a competitive process, one tribal college was awarded subsequent funding to install renewable energy hardware and integrate renewable energy into the curricula.

The U.S. Department of Energy American Indian and Alaska Native Tribal Government Policy sets forth principles to be followed by DOE to ensure an effective implementation of a government-to-government relationship with American Indians and Alaska Native tribal governments. Through the authorities set forth in EPAct and the executive orders, DOE is seeking to support energy self-sufficiency on tribal lands and support the trust responsibility set forth in DOE's American Indian and Alaska Native Tribal Government Policy. The U.S. DOE American Indian and Alaska Native Tribal Government Policy can be obtained at http://web.em.doe.gov/public/tribal/policy2.html.

Tribal Energy Projects

To promote renewable energy development on tribal lands and tribal energy self-sufficiency, DOE competitively awarded and funded feasibility studies and shared the cost of renewable energy installations. In 2002, DOE funded 14 FY 2002 Renewable Energy Development Projects including 12 feasibility studies and two development projects. In FY2003, an additional 8 feasibility studies selected under the FY2002 solicitation were awarded. In 2003, DOE issued another solicitation that resulted in funding for seven projects, three development projects and four feasibility studies.

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To assist tribes in developing long-term strategic energy plans, evaluating energy options, building human capacity for sustaining energy projects, community awareness, and developing organizations to manage renewable energy projects, DOE issued a solicitation, entitled First Steps Toward Developing Renewable Energy and Energy Efficiency in Tribal Lands. Nine Tribes in six States are taking the initial steps towards becoming energy self-sufficient through long-term energy planning, energy organization development, and capacity building.

Additional information on the Program and each project is available at www.eere.energy.gov/tribalenergy.

III. Evaluation Criteria and Panel Ratings

The results of the Peer Review were impacted by the following factors:

- The relatively brief period of the program limited the ability of the panel to assess effectiveness in meeting stated goals.
- The amount of discretionary funding available limited the effectiveness of the program and is perceived as a detriment to the long-term efficacy of the program.

As influenced by the factors above, the ratings for the five key Program review criteria were as follows:

Criteria Factor	Rating
Appropriateness of the Program Scope and Objectives Relative to Available Resources	Good
Effectiveness in Meeting the Stated Goals Within Available Resources	Good
Adequacy of Reaching the Intended Audience	Superior
Quality of the Competitive Process	Good

The following reflects key comments of the Peer Review Panel:

- The intent of the program may not be achievable with the limited resources. Funding levels available for the solicitations are grossly inadequate.
- The lack of long-term strategic planning and sustained funding were perceived as deficiencies.
- The overall program goal of "promoting energy self-sufficiency" is considered too broad given the available resources and may not be adequately focused to allow measurement of accomplishments. The development of metrics to measure progress towards Tribal energy self-sufficiency and economic development is recommended.
- The lack of coordination within DOE and collaboration with other programs was identified as an area for improvement, indicating the narrow scope of the program and inability to broaden efforts beyond renewable energy.
- Leveraging funding and augmenting resources from other sources was commended, yet the uncertainty of future resources to sustain on-going tribal efforts was recognized.
- Integration of Indian energy issues within DOE, beyond renewable energy, was identified as a major concern. Need for holistic energy support and assistance (i.e., EERE and fossil) cited.
- Proposal preparation support was identified as an area not adequately addressed.
- The competitive process was perceived as a fair and equitable process that was being eroded by earmarked funding, thereby reducing competition. The competitive process is complex and "bias" is NOT apparent, fairness is evident.
- The actions by Congress providing direct earmarks dramatically undercuts any efforts of maintaining a competitive award process, and unless this is dramatically changed in the very near future, any competitive award process will, at best, be ineffective, and at worse non-existent.

- More robust support from Congress, EERE and DOE generally to surpass meeting stated goals is warranted given the severe unmet needs in Indian Country.
- A strong evaluation component to demonstrate need and request increased funding is lacking, which may prove detrimental in the long-term efficacy of the program.

IV. Key Panel Discussion Points Regarding Criteria

Each of the panel members for the Peer Review gave two separate inputs to the proceedings. The first contribution came from the individual write-ups and rating scores, with narrative strengths and weaknesses. The second came during the Peer Review meeting itself, when the panel developed consensus comments on each evaluation criteria.

This section of the Tribal Energy Program Peer Review Report includes both the individual and the group discussion points and comments. These are provided according to the four evaluation criteria and identified within these criteria as to individual versus group discussion points.

1. Appropriateness of the Program Scope and Objectives Relative to Available Resources

Remarks Made During Panel Discussion of this Criteria Element

- The program has a tendency to act in isolation with other programs, even within DOE.
- Worked well with resources available, worked well with tribal groups (CERT, ITCA, Mni Sose). Weaknesses: lack of strategic planning.
- Smart to stick to stuff they can do, instead of tasks they cannot tackle. Weaknesses: not focusing limited resources a little more
- Saw a real difference between what I have known to date (2010 vision), and the overly conservative vision, scope and objectives seen here. Hard to get out of the box. Team not together that long yet. Problematic dealings with CERT.
- Target is to promote energy self-sufficiency (hard to measure progress towards that goal). Scope is too large for budget resources available. There is some programmatic problem here. Tribes need to participate in Regional Transmission Organizations (RTOs), etc. Would be good if program could support those efforts, along with energy efficiency.
- Scope means different things to different people.
- See deficiency in long-term goal. Not identified yet. Meeting with Secretary Norton - haven't identified Indian lands with potential. The Department of Interior (DOI) did not have Indian energy in mind at that time. Programs in pipeline now may not get funded in future, due to deficient long-range planning. Long term goal is missing. Multi-year funding is needed.

Remarks Made By Individual Panel Members in Written Comments

Strengths

- Scope of program to promote Tribal energy, self-sufficiency and economic development is the correct target. I believe that the program is effectively moving Tribes in the direction of energy, self-sufficiency, especially considering the limited resources available. The staff of the program has a good understanding of the objectives and how to progress towards those objectives.
- Given the youth of the program and the limited amount of time the team has been together, the scope and objectives are appropriate. However, a continued reliance on overly-conservative voices will limit the progress that could be achieved.

- The proposed Scope and Objective appears to have been "satisfactorily" met; however, those Tribes that are actively participating would have a positive view, while those that are not "would not." Admittedly, Tribes need to "step up", but require outside support in most cases.
- The successes that are evident are commendable with the limited dollar and personnel resources.
- EERE has provided extra-ordinary opportunities to Tribes to develop their energy resources and plans for sustainability.
- The partnership development with Labs on technical matters and outreach to national Indian organizations is laudable, given the available resources and support from DOE.
- The programs scope and objectives seem appropriate. Has the program done what it can to persuade DOE policy and lobbyist folks to press for a level playing field in funding (i.e. stop funding CERT, Pyramid Lake separately).
- The issue has been very well defined and the scope of operation is quite appropriate given the level of available resources. The understanding of the difficulties and problems are very sound. The objectives are well conceived but the level of resources is woefully inadequate. Would suggest that the scope and objective need to reflect fully the tie to renewable energy capacity building and the energy future of the planet.

Weaknesses

- The scope of the program may be unachievable with the limited resources. Given significantly more resources, this program could make a significant contribution. The program is, however, handcuffed by very inadequate resources.
- Energy efficiency is fundamental to achieving energy self-sufficiency, and should be more thoroughly integrated into the program objectives and funding.
- Energy planning by Tribes must occur at the Tribal level and beyond. It would be good if the program could help Tribes develop expertise necessary to participate in regional, state, and national energy planning efforts, as well as support their participation in those efforts (e.g. RTO's, state energy policies, etc.).
- It would be good to develop metrics that measure progress to Tribal energy self-sufficiency and economic development.
- Scope and Objective limited by perceived available resources current and future.
- More aggressive leveraging of resources and interdepartmental coordination as well as inclusion of energy efficiency (relative to RE) and other aspects of energy development in general (i.e. RTOs, SUD, etc).
- Overall "longer term" goal of "Indian Renewable Energy" appears to be deficient, thus the establishment of a "funding foundation" is not attained.
- Need to identify projects that could use a "boost" to make them successful and sustainable.
- Sustainable efficiency of energy usage is important to "stress".
- More education and training for capacity building.
- Substantial need for DOE-Indian Office staffed by Tribal representatives.
- Strategic planning may have been introduced somewhat earlier in the process.
- I find no significant weaknesses associated with EERE and Tribal energy project management. Cultural competency abounds.
- The program has a tendency to act in isolation from DOI and other Indian Energy Programs, potentially creating redundancy and/or diffusing focus. I suspect that the program acts in isolation as well from DOE fossil efforts in Indian country.
- The breadth of target could be more focused and the political impact mitigated. If the issues related to available resources is not resolved, then significant change of scope will be necessary.

2. Effectiveness in Meeting the Stated Goals

Remarks Made During Panel Discussion of this Criteria Element

- Good. Troubled by discussion about contractors. Contractors sending out templates to tribes. Somehow someone needs to be able to help tribes distinguish between good and bad contractors.
- Strong Good. Good number of active programs out there. Did a good job of getting projects going. Hope the tribes can keep the projects going. Weakness: the ability to maintain the projects takes political work (maybe not in program purview). Not a clear understanding of how congress views this program. Maybe the PR that goes out needs to go to Congress.
- 2 reviewers: No evidence of discussions with Fossil program. Energy goes into the same grid.
- Superior: have leveraged funding well. Good job working with the Labs.
- Superior with caveats – hard to do an effectiveness evaluation at this point. Educational activities are hard to measure in near term. Have built a good educational and training program. Resources issue is a major determinant of future success.
- Good: program utilized the goals that were articulated by tribal representatives at strategy session. Program staff are versed in those goals, which results in appropriate planning and implementation decisions. Efforts to augment resources deserve high commendation. Weaknesses: need more robust support from DOE/EERE. Needs a stronger evaluation component, to help demonstrate need for funding. Need to get more Indian applicants. Need an engineer with a political personality to advocate.
- Good job leveraging resources. Potential for improvement: increase effort in helping tribes develop energy goals. Emphasize why energy goals are important. However, energy is not always high on the list of problems at all tribes. Help them understand their energy needs, costs, sources, etc.
- Planning is important.

Remarks Made By Individual Panel Members in Written Comments

Strengths

- In providing technical and financial assistance to assist Tribes in meeting their energy goals, the staff of the program does an excellent job with their limited/insufficient resources. Have also done a good job leveraging resources.
- The program utilized the goals developed in coordination with Tribal representatives. Program staff are versed in the goals as articulated by Tribal representatives and make appropriate planning and implementation decisions.
- The effort and success in leveraging resources to augment the minimal funding available has deserves the highest commendation.
- Response to applicant's capacity and needs is evident in the modification to solicitation from 02 to 03.
- The number of active projects indicates that Tribes are eager to see "energy development".
- The ability to see all of the "pipeline" projects to continue.
- Great efforts on leveraging; again, outstanding work with Tribes and Tribal organizations.
- Outreach to national Indian organizations and other federal agency representatives are superior.
- Lab and TA efforts are commendable.
- Program has done a remarkable job within budget/personnel constraints to achieve its objectives.

- Extensive leverage employed. Efforts to date have been very effective even without sufficient agency support. The plan for meeting the stated goal is dependent upon the resource base. The choice of using education and capacity building as a principal vehicle is quite appropriate. Efforts at coordination have been very effective, work in coupling other programs toward this mission have been inordinately successful.

Weaknesses

- Because of the lack of human capacity within Tribes knowledgeable about energy (due to the low priority of energy relative to other Tribal priorities, or lack of resources to support an energy position, etc.), many Tribes (perhaps most Tribes) do not have energy goals. The program will be more effective in meeting its objectives if it also helps Tribes develop some energy goals.
- More robust support from EERE and DOE generally to surpass meeting stated goals is warranted given severe unmet needs in Indian Country.
- A strong evaluation component to demonstrate need and request increased funding is lacking. This may prove detrimental in the long-term efficacy of the program.
- The continuation of the Tribal projects to have economic, political and technical success is limited.
- Clear understanding to "congressional funding" committee and congressional delegation.
- More dialogue with "Fossils" segment of DOE and Tribes.
- Could increase efforts to showcase "success stories".
- Lack of resources precludes major effort toward capacity building and development of Tribal energy office.
- Program needs to find a way to educate/alert Tribes regarding quality and credentials of contractors.
- The ability to evaluate the effectiveness is not good because it is too early in the process to do an adequate evaluation; moreover, evaluation of educational activities is always extremely difficult in attributions of effect.

3. Adequacy of Reaching the Intended Audience

Remarks Made During Panel Discussion of this Criteria Element

- Superior: impressed with breadth of programs given resources. They operate within EERE area. Get impression that wind is favored as a technology. There seems to be a lack of biomass favor in the group. There seems to be a bias against the fossil fuels. We should work towards and find out what is best for the tribe.
- Good plus: Due to high number of participating tribes. Turnover in council means that any program needs to return repeatedly to maintain the knowledge level. Continuous effort to reach out is needed. RFPs facilitate capacity building. EPA is a good model for assuring grassroots success. Need a common thread to assure long-term success. Caveats: more attention to goal setting in RFPs, "tell us what long-term goals of the tribe are." Capacity building and infrastructure development is not always clear. Tribes may need to ask how renewables will fit in with its fossil energy resources. Need folks that have worked long within the tribal level to help direct the program. Wind consultants are probably more aggressive than biomass consultants. Biomass could apply to smaller tribes, whereas wind probably could not.
- Superior minus: increased numbers of applications

- Superior: skill mix among four is good (international, tribal, engineering, project management). Are they energy technical support or just renewable energy technical support? Should get together with the fossil groups to support tribes. Need to resolve that issue. Have clearly been able to reach audience (increases in applications).
- Good: PR efforts to reach tribal officials are good. However, ANA and Dept. of Treasury CDFI recognize that development on tribal lands is complicated, and therefore have very active resources to help tribes develop applications. Non-existent in this program. Should partner with ANA to help small tribes develop applications. Quana Crossland Stamps, ANA, is open to creative ideas. DOE is perceived as favoring consultants over tribes.
- Superior:

Remarks Made By Individual Panel Members in Written Comments

Strengths

- The program seems to use all available means to reach the intended audience, Tribes.
- Public relations efforts towards officials from federally recognized Tribes and Alaska Native villages was effective. Utilizing a variety of media and federal information resources was appropriate.
- The interest shown by the Tribal responses to the RFP process is substantial, but could be improved.
- The distribution of the information to "apply" is working, but everything in Indian Country needs to be a continuous effort.
- Some indication of "capacity building" by Tribes indicated by level of participation.
- Seem to have developed good contact list and outstanding effort in seeking partnerships with other organizations to reach out to Tribal governments.
- Increased applications are evidence of a more than adequate outreach effort.
- The staff at Golden Field Office has done a great job at outreach despite the funding level.
- I am impressed by the breadth and inclusiveness of the program.
- The set of skills and experience that have been brought together to address this effort is outstanding. The resources available is dismal and the lack of effective coordination within the agency and among agencies is a major disadvantage. The methods chosen to reach the audiences are fine. The public and non-public partnering has been very effective and appear to be increasing; the audience appears to be responding well to all outstanding set of materials.

Weaknesses

- Support to Tribes for proposal development is non-existent. In comparison, ANA recognizes many, especially small or remotely located Tribes, have limited capacity to submit a fundable proposal. A partnership with ANA to reach even more Tribes is recommended.
- Attention to more "goal setting" in the RFPs. Tribes need to understand that long term planning is required.
- Capacity building and infrastructure development is "not clear" in all applications.
- Capacity building of Indian **scientists** to continue support by Tribes.
- More than wind projects.
- Program must be careful not to emphasize one renewable energy source over another. Is the program ignoring the opportunity to mix fossil with renewables, in some instances, because of its lack of focus on, or even aversion to, fossil?

- The major weakness is the resource base, not the skills or understandings or audience acceptance. The adequacy can be improved if the audience is narrowed, and the mission is focused.

4. Quality of the Competitive Process

Remarks Made During Panel Discussion of this Criteria Element

- Superior: honest and well thought out process for selection. Without seeing who they rejected and why, it is hard to gauge.
- Satifactory: Workable system. Lots of wind proposals (fewer other proposals). Suggest limiting each technology. Weaknesses: tribes with technical background rely on a few consultants. But to get maximum benefits, there needs to be a tribal handprint on the project. Perhaps in the RFP DOE should ask tribes to begin the thinking process for long-term planning. Tribes should be asked to think about matching funding and support early on.
- Superior: Caveat: should have more economic and business development people involved in the process. Technical strengths are good.
- Superior: Earmarking will continue to erode program
- Superior (qualified): Unable to evaluate process without seeing results of selections. Thoroughness and promptness of feedback could be improved. Funding grossly inadequate.
- Good plus: Solicitations are detailed, which may help tribes that are unfamiliar. Tribes may not know that they can request a debriefing (leading them to not apply in future). Suggestion: Show on website the projects that worked (as a model). Hard to get the tribal machinery moving. So, give a longer lead time (pre-solicitation notice – seven months ahead).
- When sending out RFPs, don't know what earmarks are going to be like. Solution is difficult. Ask leading tribal groups to increase total funding. Lobbyists may see increasing business as tribes see potential for earmarks. Need comments that can get to Garman that demonstrates that earmarks will erode this program. Will lose full-time technical support.
- Ironic that unsolicited proposals were disallowed, yet earmarks are increasing. So, it has become less competitive.

Remarks Made By Individual Panel Members in Written Comments

Strengths

- The competitive process is fair and the solicitations are thorough and help Tribes without experience learn how to write a successful application. The review teams are competent.
- Although unable to confirm specific experiences on the competitive process with Tribal program officials (both successful and unsuccessful applications) prior to evaluation, the process as explained has a strong structure that promotes funding to a diversity of project types over a geographically diverse area. Moreover, internal controls, panel selection and deliberations provide for a careful and appropriate discriminate recommendations. Finally, documentation to relay funding decisions to applicants is adequate.
- The effort made to be equitable in the competitive process appears to be satisfactory and workable. The RFPs are clear and recognizable, but some Tribal applications appear "heavily weighted" by some consultants.
- The process is complex and "bias" is NOT apparent, fairness is evident.
- Technology expertise apparent in overview profiles.

- Even-handed and impartial collection process.
- Good response to proposals.
- Overall, a very high level of quality associated with competition review.
- Program seems to have an honest and well thought out process for selection.
- Strong! Well managed, well developed, well conceived.

Weaknesses

- More feedback to Tribes that apply is always good, although the program does not have the resources to support this.
- Providing general guidance to Tribes applying for a grant would be helpful. For example, provide a section on the website that provides details about many of the best proposals and projects that have been funded in the past.
- It can be quite difficult for some Tribes to respond to an RFP within the relatively short time between issuing an RFP and the proposal deadline. Not sure what the remedy is here, but perhaps issuing a year-ahead pre-RFP information brief could help Tribes begin the process earlier (or at least plan on staff to write the proposal if the RFP is issued as planned).
- Due to staffing and funding limitations, the thoroughness and promptness in providing direct and immediate feedback to non-successful applicants is negatively affected.
- Funding levels available for the solicitations is grossly inadequate.
- Tribes without strong technical backgrounds rely substantially on a few consultants.
- The long term of the projects needs to be identified to make a lasting benefit to Tribal population.
- Financial resources of Tribes or availability to funding should be identified in RFP.
- Could be more economic development/community development oriented. Perhaps some Indian business specialist—Tribal economic development management expertise could be solicited.
- It is unclear just how much feedback program is giving applicants. Program offered anecdotes but no listing of who applied and who failed, and in what basis applicants failed.
- The actions by Congress encouraging direct earmarks dramatically undercuts any efforts of maintaining a competitive awards process, and unless this is dramatically changed in the very near future, any competitive awards process will, at best, be ineffective, and at worse non-existent.

V. Recommendations

Recommendations Made During Panel Discussion:

The panel members provided consensus comments and recommendations as summarized below.

To EERE:

- Recommend that Assistant Secretary Garman address the issue of competitive application process, as distinguished from the detrimental nature of earmarks. Earmarks may cause the program to lose full-time technical support, and funding for the projects. Earmarks diminish the momentum and undercut long-term planning.
- The mission of the Tribal Energy Program is a huge undertaking. Maybe refocusing is needed, if budget remains the same.
- Relative to the vision of having tribes becoming energy self-sufficient, some metrics need to be defined and a long-term plan formulated to achieve those goals.

To Department overall:

- Need to focus on an internal process to coordinate department-wide efforts.
- If an Indian energy office is established, the Tribal Energy Program needs to help guide its development. Develop a strategy in event legislation passes.
- Recommend to Secretary Abraham that a tribal energy liaison position be established within his office.
- Need to broadly address issues (different programs have different views of Indian development).
- Need to coordinate and collaborate with other U.S. Government agencies in general, and to address the earmark issue.
- The Tribal Energy Program needs to continue its efforts to consult with tribes on a government-to-government basis.

Comments:

- This program helps meet DOE's and EERE's federal trust responsibility. It needs to be supported, not diminished.
- Does the administration view earmarks as a way to outsource? There is no public accountability.
- Separation of power within government. We have more confidence in oversight of project funding in the public domain through the competitive process, than with earmarks.
- Congressional staff may not have sufficient technical insight. There needs to be accountability in the process of expending public funds.
- Need to increase total amount in budget, not just reduce earmarks. Need to identify the unmet need this program addresses, and take it up the chain. Need to protect the investment made so far and protect the tribal confidence in the program.
- Energy self-sufficiency means different things to different tribes. Some tribes may be content to purchase electricity and some may not have energy resources. How do we address the needs of those tribes?
- Maybe energy self-determination is a better way to phrase.

The Committee unanimously offered their expertise as a on-going resource to the program

Attachment 1

AGENDA

TRIBAL ENERGY PROGRAM
FY2003 Peer Review Meeting

DOE Golden Field Office
1617 Cole Boulevard, Room 206
Golden, Colorado 80401

January 13th –14th, 2003

Tuesday January 13th

TIME	DESCRIPTION	PRESENTER
9:00 a.m.	Welcoming Remarks	Thomas Sacco
9:15 a.m.	Introductions	All
9:45 a.m.	Agenda and Peer Review Purpose and Scope	Lizana Pierce
10:10 a.m.	Break	
10:30 a.m.	Tribal Energy Program Overview	Thomas Sacco
11:30 a.m.	DOE Laboratory Overview	
	National Renewable Energy Laboratory	Roger Taylor
	Sandia National Laboratories	Sandra Begay-Campbell
12:30 p.m.	Lunch	
1:30 p.m.	Program Management	Thomas Sacco
2:00 p.m.	Project Management	Lizana Pierce
2:40 p.m.	Technical Assistance, Information and Education	Lizana Pierce
	National Renewable Energy Laboratory (NREL) NREL Technical Assistance Tribal Energy Development Guide Teach-the-Teachers Workshop Regional Workshops	Roger Taylor
	Sandia National Laboratories (SNL) SNL Technical Assistance Internships	Sandra Begay-Campbell

Tuesday January 13th (Continued)

TIME	DESCRIPTION	PRESENTER
3:20 p.m.	Roadmap and Metrics	Lizana Pierce
3:30 p.m.	Break	
3:45 p.m.	Discussion of Evaluation Criteria - Appropriateness of program scope and objectives Relative to available resources - Effectiveness of meeting stated goals - Adequacy of reaching intended audience - Quality of the competitive process - Recommendations on the Future	All
5:45 p.m.	Peer Review Process and Products	Lizana Pierce
6:00 p.m.	Adjourn	

Wednesday January 14th

TIME	DESCRIPTION	PRESENTER
8:30 a.m.	Panel Discussion	Review Panel Only
10:30 a.m.	Panel Feedback	Review Panel
12:30 p.m.	Closing Remarks	Thomas Sacco
1:00 p.m.	Adjourn	

Attachment 2

Peer Review Panel Biographies

Dennis Daniels, U.S. Department of Housing and Urban Development

Dennis Daniels has been a Native American Programs Specialist in the U.S. Department of Housing and Urban Development's Office of Native American Programs (ONAP) since May 2000. Dennis's assignments have included primary responsibility for the economic development access center, Native eDGE (economic Development Guidance and Empowerment), a partnership among 18 Federal agencies working on the economic development needs in American Indian and Alaska Native Communities as well as interagency coordination activities for ONAP.

From 1997 until 2000, Dennis was the Rural Development Program Coordinator for the United States Department of Agriculture's (USDA) Rural Development Office in Arizona. During this period of time Dennis worked with the Arizona Border Enterprise Community, a Federally recognized enterprise community located along the U.S.-Mexico Border, and the Four Corners Enterprise Community, representing community and economic development activities in 22 of the Navajo Nation Chapters.

Dennis was a regional coordinator in USDA's Office of Community Development (OCD) in Washington, DC from 1994 until 1997. OCD administers the Federal Empowerment Zone and Enterprise Community Initiative for tribal and rural communities. Dennis was the Caddo County Executive Director of the Agricultural Stabilization and Conservation Service in his home state of Oklahoma before moving to Washington, DC in 1987. Dennis's educational background includes degrees in American history and political science.

David Castillo, Intertribal Council of Arizona

Mr. Castillo, Community Development Specialist, staffs the ITCA, Inc. energy & electric utility as well as other working groups made up of tribal program directors. In addition to work on general tribal policy and program implementation issues and with regard to energy, current activity includes coordinating information dissemination and strategy development in the area of tribal renewable energy and pollution prevention as well as development of a model tribal weatherization program including specialized procedures and protocols that match the unique attributes of tribal housing stock. Other activities include serving on boards and committees such as the Arizona Minority Education Policy Analysis Center, United Native Development Corp, Governor's Tribal Housing Initiative and Arizona Solar Energy Advisory Committee.

Jack Stevens, U. S. Bureau of Indian Affairs

Jack R. Stevens is a 54-year old attorney admitted to practice law in California and Pennsylvania. Since January, 2002, he has advised the Assistant Secretary, Indian Affairs, U.S Department of the Interior, on

energy and economic development matters. He currently works under the Department's Deputy Assistant Secretary for Gaming Regulation and Economic Development. In December, 2002, he was awarded a bonus and recognized as a "Star" of the Indian Affairs staff by then-Assistant Secretary Neal McCaleb.

Before coming to the Department of the Interior, he was a Senior Associate and House Counsel with the Washington, D.C. government relations firm, The Carmen Group, Inc. There he advocated before Congress and federal regulatory agencies on behalf of Fortune 500 and other clients, including Hyundai Motor Corporation, the Republic of Kazakhstan, the Simon Wiesenthal Foundation, and the U.S. subsidiary of a large Russian mineral and energy development company. During the first quarter of 2001, the firm recognized him as its outstanding associate.

From 1993 to 1998, he served as Assistant Attorney General for the State of California, where he drafted sponsored legislation and directly lobbied the State Legislature and Congress. He was responsible for 126 sponsored bills being enacted into law, including landmark public safety, consumer and regulatory legislation.

From 1986 to 1988, Mr. Stevens was Executive Director of President Reagan's nationwide, grassroots lobby, Citizens for America (CFA). He lobbied the Congress on behalf of the President's economic and strategic agenda, raised and managed a $1.8 million annual budget, supervised a Washington, D.C. staff of 20 and a regional staff of six, and orchestrated the activities of some 5000 activists nationwide.

At the close of the Reagan Administration, he worked under U.S. Attorneys General Meese and Thornburgh as Assistant Director of the Office of Liaison Services (now Office of Intergovernmental Affairs), U. S. Department of Justice, Washington, D.C., where he handled the agency's relations with federal interest groups and government entities.

In private law and consulting practice in California in the early 1990s, Mr. Stevens specialized in securing government approvals for private sector clients, including energy firms. Among other achievements, he won unanimous California Coastal Commission approval for a controversial development permit previously denied, and secured a 25-year concession agreement from the Army Corps of Engineers for a Northern California client.

He was awarded his B.A. in History from Stanford University in 1972, where he was elected to Phi Beta Kappa, and received his J.D. from Georgetown University Law Center in 1975.

Mr. Stevens is the author of Spark's Tract, a novel published in March, 2001 (Xlibris Corporation, Philadelphia). It is currently listed on Amazon.com as the #1 bestseller in Sacramento, California among books unique to the Sacramento area. The novel has earned critical plaudits from both the National Review and the California Political Review.

Tom Acker, Northern Arizona University

Tom Acker received a Ph.D. in Mechanical Engineering from Colorado State University in 1995 (B.S. Engineering Science, Colorado State, 1987; M.S. Mechanical Engineering, Colorado State, 1990) and is current a Associate Professor in Mechanical Engineering at Northern Arizona University (NAU).

Mr. Acker joined the Mechanical Engineering Department at NAU in 1996 as an Assistant Professor. His professional record includes employment in the Climate Modeling Division of the National Center for Atmospheric Research, and work as a research engineer at the Electric Propulsion Laboratory. Currently

he is working at the National Wind Technology Center at the National Renewable Energy Laboratory in Golden, Colorado, on a one-year sabbatical from NAU. His sabbatical projects are focused on the integration of wind and hydropower resources, as well as region-wide transmission planning in the Rocky Mountain area. He also spent three months in 1997 on a faculty fellowship to the National Wind Technology Center working on wind turbine aerodynamics.

Research interests include renewable energy systems, with an emphasis in wind energy, Native American applications of renewable energy, village-scale energy systems, and rural energy development. Applications include wind turbine aerodynamic modeling, design and testing of renewable energy systems and applications, and renewable energy and energy efficiency on Native American lands.

Mr. Acker held the position as Director of the NAU Sustainable Energy Solutions group (2001-2003) and is a member of the Arizona Solar Energy Advisory Council, Arizona Department of Commerce (February 2000 – August 2003). He has also been a reviewer, Journal of Solar Energy Engineering (2000 – present) and the ASME Wind Energy Symposium (2001, 1999).

Frank Stewart, Private Industry

The areas of clean energy, energy efficiency and sustainable development have been my professional focus for nearly thirty years. From 1977 through 2001 I served as a senior manager in the United States Department of Energy's Office of Energy Efficiency and Renewable Energy. For most of that time I was responsible for the Department's leading technology deployment efforts and worked with the energy offices of the States and Territories in developing their energy plans, their energy emergency plans, and in their clean energy deployment efforts.

From 1990 to 1994 I served as the Deputy Assistant Secretary for Technical and Financial Assistance within the Office of Energy Efficiency and Renewable Energy, and, for a short time, served as the Acting Assistant Secretary. As Deputy Assistant Secretary, I was responsible for the international marketing of energy efficiency and renewable energy technologies. As Acting Assistant Secretary, I was responsible for the federal government's efforts in research, technology development, technology deployment, policy development, and market support for energy efficiency and renewable energy. In 1988 I led a US delegation to the International Clean Energy Conference in Rome, Italy, and in 1990 I was a member of the National Science Foundation's energy team that was sent to advise the nation of Romania. My professional area of special interest has been the energy needs of and clean energy development in Sub-Saharan Africa.

In early 1993, I led the US energy delegation to Botswana and South Africa; and later that year I led the mission to Abidjan, Cote d'Ivoire to provide clean energy training for the staff of the African Development Bank. Over the years, I have represented the United States at conferences, training sessions, and policy discussions in Uganda, South Africa, Nigeria, Ghana, Senegal, Cote d'Ivoire, Equatorial Guinea, and Mozambique. I have participated in and given presentations at three US/African Ministerial Conferences.

While located here in Golden, Colorado, I have had the pleasure of hosting technical delegations from a number of nations including, South Africa, Ghana, and Mozambique. I am familiar with many of the energy issues and energy opportunities in Sub-Saharan Africa, and I have a good understanding of the concerns related to rural electrification, industrial development, urban infrastructure, and the availability of essential services.

Since 1999 I have served as a member of the Board of Directors of the American Association of Blacks in Energy and as a member of its Legislative and Public Policy Committee. Since 2001 I have served as Chairman of the Board of Directors of the StEPP Foundation, based in Denver Colorado. The StEPP Foundation is a non-profit organization established to identify viable clean energy, energy efficiency and pollution prevention projects on behalf of various public and private funding sources.

Gary Collins, Mni Sose Water Rights Coalition

Gary Collins is an enrolled member of the Northern Arapaho Tribe residing on the Wind River Indian Reservation in Wyoming. He currently is the Tribal Water Engineer for the Shoshone and Arapaho Tribes and administers the Tribal Water Code with direction of the 12-member Wind River Water Resources Control Board. Mr. Collins has been involved with the "Big Horn Water Rights Case" for the last 15 years in various capacities, including holding the position of Chairman of the Northern Arapaho Tribe when the case was before the U.S. Supreme Court in 1989. He is also President of the Mni Sose Intertribal Water Rights Coalition.

Mr. Collins received a Bachelor of Science degree in geology from the University of Wyoming. His experience has been associated with major U.S. companies including Mobil, Gulf, Getty, Mitchell Energy, and the University of Texas. Exploration and evaluation of various minerals throughout the United States, including Alaska, occurred during his tenure with the private sector. This experience has enabled Mr. Collins to be well versed with mineral, energy, and water development for Indian interests.

Since 1984, Gary has been employed by the Shoshone and Arapaho Tribes as a "team" player in the protection and development of the Tribes' natural resources, including water. The Tribes were awarded over 500,000 acre-feet of water from the "Big Horn Water Case." Presently, development and administration issues are before the Tribes for future planning purposes. Extensive discussions with the State of Wyoming officials, the Bureau of Indian Affairs, Army Corps of Engineers, Bureau of Reclamation, Environmental Protection Agency, and local irrigation districts have been occurring. The tribal perspective is not always recognized with respect to traditional cultural and aesthetic values.

Currently, Gary is involved with various negotiations that are being held to recognize the Tribes' positions as major entities within the Wind River Basin, one of the headwater drainages for the Missouri River Basin. Primarily though, the Tribal Water Code is the foundation for implementing the direction for the future of Tribal Water Rights.

Gary is also instrumental with his family ranching operation, which has been operating since the early part of the last century. The operation utilizes irrigation and water development techniques from the grass-roots level.